

# INSTITUTIONAL EFFECTIVENESS WORKSHOP



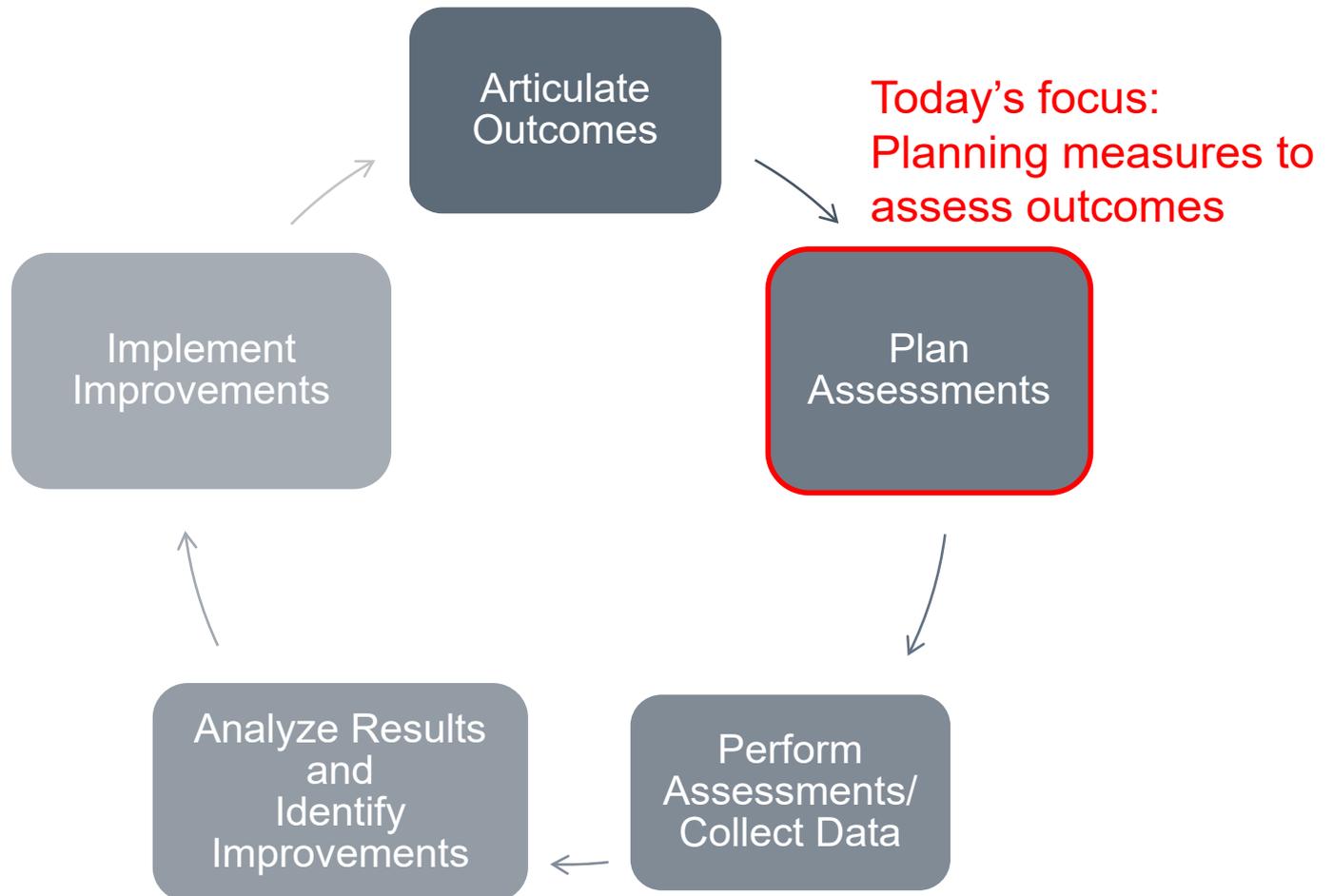
## *Designing Effective Measures for Non-Degree Units*

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# IE: Cycle of Continuous Improvement



# Why IE?

*"An assessment plan captures agreement about what matters, gives direction for actions, and provides a means to determine if progress is being made."*

*Banda & Palomba, 2015, p. 20*

# SACSCOC

## Principles of Accreditation

### Section 7.3

The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved. (*Administrative effectiveness*)

### **Administrative Units at APSU**

### **Academic and Student Support Services Units at APSU**

8.2. The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of seeking improvement based on analysis of the results in the areas below:

c. Academic and student services that support student success.

(Student outcomes: academic and student services)

## INSTITUTIONAL EFFECTIVENESS

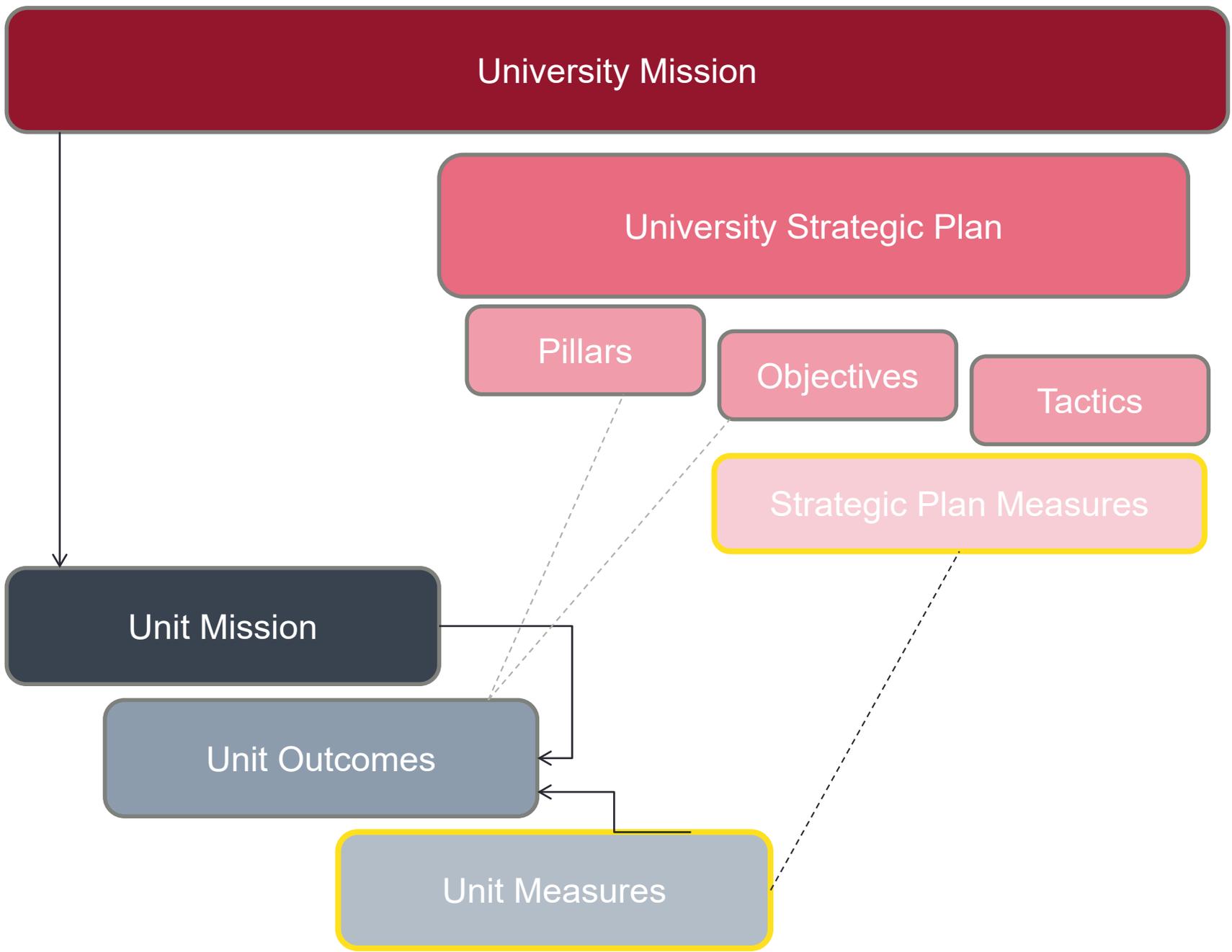
- Current operations
- Focuses on **current** services, processes, or learning (AUOs, SLOs)
- Asks “How well are we performing?”
- Determined by unit mission and staff of unit
- Informs budget

## STRATEGIC PLANNING

- Future-looking initiatives
- Focus on **new or enhanced** services, processes, or operations (Pillars, Objectives, Tactics)
- Asks “Where do we want to go?” and/or “What is our progress toward future goals?”
- Usually driven by leadership goals for institution
- Drives budget

Measures for AUOs (and some SLOs) can and should assess both unit-level IE outcomes and university-level strategic plan pillars and objectives.

In other words: Some of your IE measures should be able to be used for SP reporting and vice versa.



# *Annual IE Cycle: Two Phases*

## IE PLAN

**Due Feb 15**

- Mission Statements
- Outcomes
- Assessment Measures
- Achievement Targets

## IE REPORT

**Due Sept 15**

- Results
- Reflective Analysis
- Action Plan  
(Closing the Loop)

# IE Plan – Minimum Requirements

## Non-degree Units

- Mission statement
- Outcomes – All units must have:
  - **At least 1 AUO for each major service or function** (minimum 2 AUOs per unit)
  - SLOs, if appropriate for unit (Academic & Student Support Services Units)
- Measures with Achievement Targets
  - **At least 1 direct measure for each outcome**
    - 2 measures per outcome is strongly recommended to generate sufficient and varied data for decision-making and to account for potential disruptions in one assessment measure (think: COVID, staff turnover, etc.)
  - **A specific achievement target for each measure**
- Planned assessment year(s) for each outcome
  - Can assess outcomes across multiple years
  - Measure at least 2 outcomes each year
  - All outcomes must be measured within a 2 year cycle

# IE Planning Resources

- [IE Planning Team in Microsoft Teams](#)
  - We are currently using Microsoft Teams for the submission and storage of all IE plans, reports, and feedback.
- IE Planning Resources can be found on IEA's website
  - [https://www.apsu.edu/institutional-effectiveness/institutional\\_effectiveness/ie-planning.php](https://www.apsu.edu/institutional-effectiveness/institutional_effectiveness/ie-planning.php)

Reminder:

IE plans for the 2023-2024 academic/fiscal year are due  
February 15, 2023

# Staff Assessment Redesign Institute (ARI)

## December 12-14, 2022

- **WHO:**

- The Staff ARI is open to any non-degree unit interested in developing their assessment plan for Administrative Unit Outcomes. We are limiting participation to 10 units, with 2 representatives from each unit participating. Participation is on a first come, first served basis.

- **WHEN:**

- The Staff ARI will be held December 12-14, 2022
  - 1.5 hour sessions each day; the final day will be a working lunch meeting with boxed lunches provided
  - Out of class assignments = approximately 3 hours spread out over the 3 days
  - Total time commitment = 7.5 hours



[https://www.apsu.edu/institutional-effectiveness/institutional\\_effectiveness/assessment\\_redesign\\_institute.php](https://www.apsu.edu/institutional-effectiveness/institutional_effectiveness/assessment_redesign_institute.php)

# Staff Assessment Redesign Institute (ARI)

## December 12-14, 2022



- **WHY:**
  - The IE Process is designed to strengthen units and their process, but assessment may be a relatively new venture for many units or the individuals leading these efforts. Participating in the Staff ARI will allow units to better understand the why behind the assessment process and become stronger and more effective as a result. Individual participants will strengthen their assessment knowledge and learn how to document professional success, both critical skills to help staff develop and demonstrate their effectiveness as employees.
- **HOW:**
  - Complete the online application by November 15. It is recommended that applicants secure approval from supervisors and/or division heads prior to participating, though that is not required to apply.

[https://www.apsu.edu/institutional-effectiveness/institutional\\_effectiveness/assessment\\_redesign\\_institute.php](https://www.apsu.edu/institutional-effectiveness/institutional_effectiveness/assessment_redesign_institute.php)

# OUTCOMES: A QUICK REVIEW

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# Unit Outcomes

- Each unit must have a set of outcomes that relate to its mission and describe current operations.
- Each unit should identify 1 outcome for each major function or service.
  - No matter its size, every unit must have at least 2 outcomes.
- In general, a total of 2-6 outcomes are recommended for most units depending on its size and services.

# Unit Outcomes

For example:

- Unit Mission:
  - Institutional Effectiveness and Assessment (IEA) supports excellence in the APSU student learning experience through outcomes assessment, faculty and staff engagement, and meaningful use of data to improve teaching, learning, and institutional practice.
- Unit Outcomes
  - IEA supports and facilitates the timely completion of quality IE plans from campus units.
  - IEA engages faculty and staff in high quality training and development activities to support institutional effectiveness.
  - IEA supports compliance with the Tennessee Higher Education Commission's Quality Assurance Funding process.
  - IEA supports the assessment process for Gen Ed curriculum

# Types of Outcomes at APSU

- **Administrative Unit Outcomes (AUO)**

- Statements of the unit's current operations and services in support of the Strategic Plan or University Mission, apart from student learning.
  - A unit assesses AUOs to evaluate and improve its effectiveness in meeting strategic and operational goals.
  - Involves concepts such as efficiency, accuracy, effectiveness, client satisfaction, quality, comprehensiveness, compliance, or employee learning.

- **Student Learning Outcomes (SLO)**

- Statements of the knowledge, skills, abilities, and/or values demonstrated by students upon completion of a degree, program, or experience.
- A program or office assesses SLOs to evaluate and improve its effectiveness in designing and delivering its intended educational objectives.

## *All Outcomes should :*

- ✓ *Focus on a current service or process*
- ✓ Be under the control of or responsibility of the unit
- ✓ Be measurable, ascertainable, and specific
- ✓ Lend itself to improvements
- ✓ Be singular, not “bundled”
- ✓ Be meaningful and not trivial
- ✓ Not lead to “yes/no” answer

# *Administrative Unit Outcomes (AUOs)*

Efficiency

Accuracy

Effectiveness

Client Satisfaction

Quality

Comprehensiveness

Compliance with Standards

Employee Learning

# Administrative Unit Outcomes (AUOs)

- Efficiency
  - The Foundation processes donation receipts in a timely manner.
- Accuracy
  - Procurement and Contracts Office accurately processes purchase orders.
- Effectiveness
  - The Human Resources Office provides effective new employee onboarding services.
- Client Satisfaction
  - The cafeteria provides food and facilities that are satisfactory to its customers.
- Quality
  - CECA provides high quality cultural events to the community.
- Comprehensiveness
  - The University Bookstore provides comprehensive customer service to students.
- Compliance with Standards
  - The Finance /Accounting Office consistently complies with standard accounting practices.
- Employee learning
  - Employees will understand how to accurately enter a requisition in Govs eShop (SciQuest).

*\*Only use employee learning outcomes if the unit is responsible for leading professional development/ training workshops for employees across the institution. ELO does not typically refer to your own employees.*

Note: Some but not all of these examples were taken or adapted from APSU unit plans.

## *In addition ...*

*Some Academic & Student Support Services Units (where appropriate) also create*

## Student Learning Outcomes (SLOs)

stating what **students**

know, think or are able to do

as a result of a program, event, or  
service

# Non-degree unit SLO examples

- After attending a library information literacy instruction session, students will be able to accurately cite a variety of information sources.
- Peer Leaders will be able to identify and develop personal strengths as it pertains to their leadership roles.
- After attending a mental health presentation students will describe concepts of “mindfulness.”
- Students will be able to recall at least one resource given to them by the case manager.
- Students will independently complete their accommodations request and communicate with the faculty member regarding their needed accommodations

Note: Some of these examples were taken or adapted from APSU unit plans.

# MEASURING OUTCOMES

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# *Administrative Unit Outcomes (AUOs)*

## *Examples of Assessment Measures*

- Quantitative data
  - Response time, accuracy, cost savings, efficiency
- Client satisfaction level
  - Surveys, focus groups, observation of client behavior
- External or peer comparisons
  - Auditors, fire marshal, other outside agencies

# *Assessment Measures Should...*

- ✓ Be directly and obviously related to the outcome
- ✓ Address all APSU instructional sites and delivery methods
- ✓ Provide actionable results
- ✓ Be manageable and practical
- ✓ Detail the steps of the measure: who, what, when, where, and how
- ✓ Provide adequate data for analysis\*

*\*Not all units are able to capture large amounts of data in a given year. It's ok to use small amounts of data to identify actions, if that's meaningful to your unit –or- it's also ok to collect data over 2-3 semesters or 1-2 years to gain a critical mass of data for decision-making. However, small sample sizes must be addressed in your reflective analysis, and any details of any plans to collect data over several semesters or years should be detailed in the action plan section of your results report.*

# Establish an Achievement Target for Each Measure

Why establish achievement targets?

- Provides standard for determining action(s) based on results
- Puts data analysis in perspective
- Allows unit to identify desired performance levels

# Achievement Targets should:

- ✓ Be specific (“95% of requests will be processed within 3 days” or “85% of responses to each survey question will be 4 or 5” or “x% of responses will be correct for each question” or “y% of scores for each item on rubric will be at least 4”)
- ✓ Avoid vague words such as “most” or “majority” or “increase,” “all” or “100%” targets
- ✓ Relate to outcome and assessment method
- ✓ Use item analysis where appropriate, not averages

## Discussion

What measures have you used for your unit's outcomes?

What questions do you have?



# Using Surveys as IE Measures

- **Make sure specific survey items align with the outcome being measured**
  - Do your best to write good survey questions
  - Specify in the description of the measure which survey items are relevant to the measure
  - Ask for help, get a second opinion on your survey (IEA is happy to help!)
- **If only certain survey items align with outcome, explain in your description of the measure that only certain questions will be analyzed for this outcome**
  - Do not lump survey items into the measure (or results) that do not directly relate the outcome
  - In most cases, plan to conduct an item analysis rather than relying only on the overall survey results
- Surveys used for IE/Assessment are exempt from Survey Policy Oversight Committee approval, *\*if\** the results will *\*only\** be used internally for continuous improvement.
  - If you plan to use the results in any other way, plan to submit it for approval to SPOC.
  - SPOC is also a great resource for best practices and feedback on your survey, whether or not you are seeking formal approval.

Bottom line....

Assess *effectiveness*  
so that you make *improvements*  
to functions, processes, and services.

# Annual IE Cycle for All Units

## IE Planning Deadlines for All Units

All Units	
<p><b>IE Plan Due</b></p> <p><i>Plan is for the upcoming IE cycle. For example, in February 2023, you would submit the IE plan for the upcoming 2023-24 IE cycle. Plans include outcomes, measures and targets.</i></p>	February 15
<p><b>IE Results Reports Due</b></p> <p><i>These results will be for the plan implemented during the prior IE cycle. For example, in September 2022, you would submit results for the 2021-22 IE cycle. Results Reports include results, analysis, and actions for each outcome, measure and target outlined in the IE Plan.</i></p>	September 15

## IE Committee Review Process

Review of IE Plans for Upcoming Cycle	March-April
Feedback of IE Plans for Upcoming Cycle sent to units	May
Review of IE Results Reports for Previous Cycle	October-November
Feedback of IE Results Reports for Previous Cycle sent to units	December

# Thank you!

- Feel free to reach out
  - Degree and Certificate Programs - Amanda Wornhoff, Director, IEA [wornhoffa@apsu.edu](mailto:wornhoffa@apsu.edu)
  - Non-Degree Programs - Allie Michael, Assistant Director, IEA, [michaela@apsu.edu](mailto:michaela@apsu.edu)